



4 cornerstones

VIBRANT
ECONOMY

COMPLETE
COMMUNITY

FISCAL
DISCIPLINE

ORGANIZATIONAL
ALIGNMENT

STRATEGIC PLAN 2015 - 2018



ABBOTSFORD

HUB OF THE FRASER VALLEY





Introduction

VISION: *The City of Abbotsford is the Hub of the Fraser Valley*

Description of the Vision

The City of Abbotsford will be the regional centre for communities in the Fraser Valley. The City will be home to regionally centralized services and agencies including health care, courts, transportation, university, airport, provincial and federal government, entertainment & cultural facilities, and commerce.

MISSION: *We strive to continually improve the quality of life within our community by delivering key services for current and future generations.*

VALUES

By living its values the City of Abbotsford strives to be an organization recognized for its excellence in city governance and employee, citizen and customer relations. To provide excellence in service delivery, we have a role in understanding our business and fostering a corporate culture that sets the highest standard of integrity, professionalism and ethical behavior. We act with character and integrity and do our best to understand the perspectives of Abbotsford residents while delivering services.

Our Core Values are:

- **Respect:** We respect others.
- **Integrity:** We act with character. We are fair, ethical and honest.
- **Openness:** We are accessible, accountable and transparent.
- **Collaboration/Teamwork:** We welcome and encourage the opinions and expertise of our residents, businesses and other stakeholders.
- **Inclusivity:** We honour and celebrate our diversity and seek to engage citizens in our decisions.
- **Trust:** To continuously build trust with our staff, the community and our stakeholders. We are proactive in practicing our values.

The Strategic Plan will be used in the following ways:

1. **Align all Municipal planning decisions:** All City activities will be guided by the Cornerstones identified in the Strategic Plan. Council's evolving priorities and other corporate initiatives will provide the inputs to the revision of Strategic Plan Cornerstones and Principles.
2. **Provide direction for departmental business plans and budgets:** The Strategic Plan will guide departmental business planning and budgeting efforts. The strategies, actions and initiatives of departments, along with departments' budgets will be aligned to achieve the Cornerstones of the Strategic Plan.
3. **Continually monitor progress towards desired outcomes:** The 99 priority actions for implementation that are identified in this document are the key issues that Council and Administration of the City of Abbotsford will focus on for 2015-2018. Each Council Cornerstone is accompanied by a statement of desired outcome, a listing of Principles and corresponding Council Direction. We will use performance results to evaluate our progress and help to inform Council's cycle of decision-making. To measure our success we will establish key performance indicators and targets for the issues being addressed.



4 cornerstones to support this vision

VIBRANT ECONOMY



The City of Abbotsford is a regional hub of creativity and innovation where talent, investment and business thrive.

PRINCIPLES

- 1. We understand the impact we have on others and invest in building relationships that facilitate alignment**
- 2. We focus on developing a vibrant and diverse economy**
- 3. We recognize the value of innovation in our local economy, especially agriculture**

COMPLETE COMMUNITY



The City of Abbotsford is a community of inclusive, safe and green neighbourhoods, connected to convenient and affordable transportation and vibrant commercial centres, built on the foundation of our cultural heritage and natural beauty.

PRINCIPLES

- 1. We value our community's connection with the environment**
- 2. We support a multi-disciplinary approach to public safety**
- 3. We capitalize on opportunities around transportation in and through the city**
- 4. We embrace our cultural diversity as one of our greatest strengths**
- 5. We value recreation and support facilities, amenities and activities that connect us**
- 6. We facilitate action to mitigate social issues that impact our community**

FISCAL DISCIPLINE



The City of Abbotsford is transparent and accountable to citizens, information is easily accessible and residents are well informed on Council priorities.

PRINCIPLES

- 1. We understand how important it is to take a long-term view on maintaining and upgrading our city assets**
- 2. We make financial decisions by looking not just at the long term costs but also the value to our community**
- 3. We understand the critical role of community education and engagement**
- 4. We actively manage our City finances with exceptional care**

ORGANIZATIONAL ALIGNMENT



The City of Abbotsford has strong consistent governance and aligned operations.

PRINCIPLES

- 1. We make development decisions based on our long-term strategies and are not swayed from our community vision by short-term gains**
- 2. We recognize the importance of certainty in community building and that our rules and bylaws are critical to protecting the livability of our city**
- 3. We support the efficient and effective delivery of our City services and programs**
- 4. We pursue excellence in customer service and strive to provide a positive customer experience**
- 5. We believe in an involved, safe and engaged workforce**



1. PRINCIPLE: We understand the impact we have on others and invest in building relationships that facilitate alignment

COUNCIL DIRECTION: The City of Abbotsford plays a key role in issues impacting our region and strengthens our advocacy by aligning with others in our region. We are deliberate in positively engaging with key regional stakeholders and look for opportunities to share infrastructure and resources.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Create meaningful National, Regional and Local Partnerships
- b. Develop an enhanced relationship with the District of Mission in relation to Shared Services
- c. Improve the City’s advocacy on Provincial and Federal issues that impact Abbotsford
- d. Improve our relationship with our First Nations neighbours
- e. Communicate regularly with our partners and community members

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Establish a Joint Shared Services Committee	Engineering	2015	Committee Reports made to Council
Establish Intergovernmental Advisory Committee	Administration	2015	Committee Reports made to Council
Establish Annual meetings with the Agricultural Land Reserve	Planning & Development Services		
Establish a First Nations Relations Framework	Corporate Services	2015	
Establish Regular Meeting Schedule with Neighbouring Communities (Langley, Chilliwack, Mission)	Administration	2015	
Establish Regular Meetings with local Federal & Provincial Government representatives	Fire Rescue Service	2016	
Develop Regional Agri-tourism Partnership Strategy	Economic Development	2016-18	
Review relationships with Partner Organizations	Administration		



2. PRINCIPLE: We focus on developing a vibrant and diverse economic environment

COUNCIL DIRECTION: The City of Abbotsford is the economic hub of the Fraser Valley and the preferred destination for business and families alike. We value and support our existing businesses and ensure we are structured internally to support a vibrant and thriving economy. We are open to opportunities that enhance our community and align with our community vision, and will collect and utilize data so that we can make informed decisions about the growth of our community.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Make the Vision Happen
- b. Attract and Retain Innovative Business
- c. Ensure that City Development Costs and procedures are competitive
- d. Strengthen the City’s Arts and Culture environment
- e. Ensure that Industrial and Commercial opportunities are available for creating Jobs

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Establish Development Advisory Committee	Planning & Development Services	2015	
Establish Economic Development Function	Administration	2015	
Implement Abbotsford Centre <i>New Game</i> Strategy	Parks, Recreation & Culture	2015-16	Revenue Positive Tenant in place
Partner with University to develop UDistrict with UFV Fraser Valley Central Campus	Planning & Development Services	2015-16	
Building Department review – including Permit timeline service improvements	Planning & Development Services	2015	
Implement Industrial Land Plan (CICP Lands)	Planning & Development Services	2015	



3. PRINCIPLE: We recognize the value of innovation in our economy, especially agriculture

COUNCIL DIRECTION: The City of Abbotsford makes decisions within an established framework to be both responsive and accountable. The City is open to innovation approaches within our planning framework and will advocate with the Agricultural Land Reserve for changes that reflect the evolving face of agriculture.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Create and/or Facilitate partnerships for innovation
- b. Attract and retain youth
- c. Ensure education, affordability and accessibility in the community
- d. Develop a strong Industry presence

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Establish Agriculture, Dyking, Drainage and Irrigation Advisory Committee	Planning & Development Services	2015	
Partner with UFV to ensure Post-Secondary training available	Economic Development	2015	
Complete Agricultural Industry Study/ Plan Implementation Strategy	Planning & Development Services	2015	
Develop Abbotsford Response to National Energy Board and Kinder Morgan pipeline expansion through Abbotsford	Planning & Development Services	2015-18	
Complete Ag Land-Use Update	Planning & Development Services	2015	



1. PRINCIPLE: We value our community’s connection with the environment

COUNCIL DIRECTION: The City of Abbotsford will advocate for the development and care of our agricultural lands and the protection of all of our overall eco-systems.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Support Green Community initiatives and programs
- b. Encourage environmentally responsible approaches to solid waste
- c. Develop plans for managing drainage and dyking issues
- d. Ensure Environmental Master Plans, Operations Plans and Bylaws are updated and current

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Complete Integrated Storm Water Master Plan and associated Plans	Engineering	2015-18	
Implement Recyclable Waste Program for Industrial, Commercial and Institutional properties	Engineering	2015	ICI Recycling Program in place
Establish a Multi Material BC integration strategy	Engineering	2015	
Review and enhance City’s Solid waste and recycling programs	Engineering	2015-16	
Implement Engineering Energy Savings Initiatives	Engineering	2015	
Update Water and Sewer Master Plans	Engineering	2016-18	
Complete Stream Mapping Program	Planning & Development Services	2015-18	



2. PRINCIPLE: We support a multi-disciplinary approach to public safety

COUNCIL DIRECTION: The City of Abbotsford plans for, and invests in facilities that support our protective services.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Apply Crime Prevention Through Environmental Design, community safety principles
- b. Review and updates Plans, Bylaws and Policies as appropriate
- c. Develop Sustainable Building and Equipment program
- d. Ensure Public Safety infrastructure is accessible and protected
- e. Ensure City's Public Safety Master Plans, Operational Plans and Bylaws are updated and current

Priority Actions <i>(what we will do to achieve the Strategic Goals)</i>	Department Lead	Timeline	Measure
Establish a Public Safety Advisory Committee	Administration	2015	
Develop Neighbourhood Plans	Planning & Development Services	2015-18	
Update Crime Reduction and Community Safety Strategy	Planning & Development Services	2015-16	
Complete replacement of Fire Halls #4 & #5	Fire Rescue Service	2015-16	
Complete update to Fire Underwriters Survey	Fire Rescue Service	2015	
Review Provincial Major Event Guidelines	Administration	2015	
Complete SCBA & Fire Truck Replacement program	Fire Rescue Service	2015	



3. PRINCIPLE: We capitalize on opportunities around transportation in and through the city

COUNCIL DIRECTION: The City of Abbotsford recognize smooth and efficient transportation affects a number of key city priorities and works closely with other levels of government to support community mobility.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Ensure the City’s Transportation Master Plans, Operational Plans and Bylaws are updated and current
- b. Review regional and local Transit Transportation Network Plans
- c. Enhance transportation system through strategic projects

Priority Actions <i>(what we will do to achieve the Strategic Goals)</i>	Department Lead	Timeline	Measure
Establish Transportation Advisory Committee	Engineering	2015	
Complete Vye Road, Mt Lehman & Hwy#1 Upgrades	Engineering	2015-16	
Update Pavement Management Program	Engineering	2015-18	
Complete Transportation Study	Engineering	2015-16	
Update Transit Master Plan	Engineering	2015-16	



4. PRINCIPLE: We embrace our cultural diversity as one of our greatest strengths

COUNCIL DIRECTION: The City of Abbotsford consults with community groups to facilitate connections and enhance both our understanding and our service delivery.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Develop an inclusive Public Engagement and Communications Program
- b. Participate in community and City Diversity Programs
- c. Review Community Development Model for recreation

Priority Actions <i>(what we will do to achieve the Strategic Goals)</i>	Department Lead	Timeline	Measure
Complete Heritage Inventory Project	Parks, Recreation & Culture	2015	
Continue Public Art Program	Parks, Recreation & Culture	2015-16	
Complete Library Upgrade Project Plan	Parks, Recreation & Culture	2015-16	
Re-establish ABC Diversity Program	Parks, Recreation & Culture	2015-16	
Establish Council Communications Program	Parks, Recreation & Culture	2015-16	
Host 2016 BC Summer Games	Parks, Recreation & Culture	2015-16	
Local Immigration Partnership Program	Parks, Recreation & Culture	2015-16	
Develop Community Development Model/Framework	Parks, Recreation & Culture	2015-16	



5. PRINCIPLE: We value recreation and support facilities and activities that connect us

COUNCIL DIRECTION: The City of Abbotsford is proactive in addressing community needs for sports and recreation

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Ensure the City’s Parks, Recreation & Culture Master Plans, Operational Plans and Bylaws are updated and current
- b. Review and enhance Parks, Recreation & Culture infrastructure
- c. Review and enhance Arts & Culture services in the community

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Establish Parks Recreation & Culture Advisory Committee	Parks, Recreation & Culture	2015	
Complete MRC Sports Field Update	Parks, Recreation & Culture	2015	
Develop Playground Replacement Strategy	Parks, Recreation & Culture	2015-16	
Create Mill Lake & Neighbourhood Park Acquisition Plan	Parks, Recreation & Culture	2015	
Implement Pool Maintenance Program	Parks, Recreation & Culture	2015	
Fulfill SCOPE grant priorities	Parks, Recreation & Culture	2015-16	
Complete Discovery Trail	Parks, Recreation & Culture	2015-16	



6. PRINCIPLE: We facilitate action to mitigate social issues that impact our community

COUNCIL DIRECTION: The City of Abbotsford advocates with other levels of government for support for social issues. We facilitate connections between not for profit and community groups and take a role in enabling low barrier/affordable housing in our community

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Partnerships with community and other levels of Government
- b. Support the development of Social Housing in the community
- c. Develop long-range strategy for addressing Homelessness
- d. Develop/Enhance programs that support social issues

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Establish Homelessness Action Advisory Committee	Administration	2015	
Develop long-range Homelessness Strategy	Administration	2015	
Achieve Federal Homelessness Partnering Strategy Funding	Administration	2015	
Develop Healthy Abbotsford Strategy	Parks, Recreation & Culture	2015-16	
Align Abbotsford CARES/ Affordable Housing Strategy Plans	Planning & Development Services	2015-16	
Complete Gladys Supportive Housing Project	Administration	2015-16	



1. PRINCIPLE: We understand how important it is to take a long term view on maintaining and upgrading our city assets

COUNCIL DIRECTION: The City of Abbotsford plans financially to minimize surprises for our taxpayers. We have an asset management system that tracks our tangible capital assets; and we explore and expand of infrastructure needs based on data.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Ensure assets are renewed and replaced in a timely fashion
- b. Develop long-range Plans that support Financial Sustainability
- c. Develop a Five-Year Financial Plan/Budget

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Develop Long Term Financial Plan	Corporate Services	2015-18	
Develop Infrastructure Master Plan	Corporate Services	2015-16	
Develop Long Term Debt and Reserve Fund Requirement Policy	Corporate Services	2015	
Complete Asset Inventory	Corporate Services	2015-16	
Complete Condition Assessment of all City Buildings	Corporate Services	2015-18	



2. PRINCIPLE: We make financial decisions by looking not just at the long term costs but also the value to our community

COUNCIL DIRECTION: The City of Abbotsford realizes that in order to create a vibrant community we need to invest and support initiatives that make us more efficient and effective. We support the development of fair, equitable and transparent tax rates, and financial policies.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Develop benchmarks and metrics for City operations
- b. Ensure Tax Rates as well as Fees & Charges are appropriate
- c. Review Municipal Levels of Service

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Review and Codify Departmental Levels of Service	Administration	2015-16	
Review Utility Billing “Multiplier”	Engineering	2015-16	
Review all Fees and Charges	Corporate Services	2015-18	
Continue to Develop Metric and Benchmarking of Services	Administration	2015-18	
Park Benchmarking Project	Parks, Recreation & Culture	2015-18	



3. PRINCIPLE: We understand the critical role of community education and engagement

COUNCIL DIRECTION: The City of Abbotsford is proactive in communicating our community strengths and in addressing issues emerging in our community. We use emerging technologies (social media etc.) strategically and we tailor our outreach and communications to meet the specific needs of stakeholders.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Refine Council Communications Strategy
- b. Develop Policies that encourage and promote enhanced transparency and communication

Priority Actions <i>(what we will do to achieve the Strategic Goals)</i>	Department Lead	Timeline	Measure
Establish Council Communications program	Administration	2015	
Implement Social Media Policy	Administration	2015	
Improve electronic Communications through Online/Website Improvements	Administration	2015-18	



4. PRINCIPLE: We actively manage our City finances with exceptional care

COUNCIL DIRECTION: The City of Abbotsford is proactive in managing expenditures through efficiency gains and continuous improvement; using debt strategically; operating with broad foresight; and aligning spending with strategic objectives.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Limit or eliminate Internal Borrowing and Debt wherever possible
- b. Purchase Goods or Services with the best value for money possible
- c. Ensure Policies and Processes are in place to maximize organizational efficiency
- d. Manage City funds and Financial Assets with prudence and accountability

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Update City's Procurement Policies and Processes	Corporate Services	2015	
Review and Update the 'Cash in Lieu' Policy and Procedures	Corporate Services	2015	
Develop Preventative Maintenance Programs in all Operational Divisions	Corporate Services	2015-18	
Review of City Rates, Fees and Charges	Corporate Services	2015	



1. PRINCIPLE: We make development decisions based on our long-term strategies and are not swayed from our community vision by short term gains

COUNCIL DIRECTION: The City of Abbotsford’s OCP is updated to ensure it reflects our current and future planning and growth needs and our plans are aligned and accessible to all stakeholders. We value sustainability and ensure alignment between ongoing community development and our sustainability framework. We ensure our bylaws support our development vision for the community.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Develop indices for measuring community sentiment
- b. Develop a new Official Community Plan
- c. Complete rewrite of Zoning Bylaw
- d. Undertake/Prepare Neighbourhood Plans
- e. Update Departmental Master Plans that align with the new OCP

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Develop Balanced Scorecard and Quality of Life Index	Administration	2015-16	
Develop Organizational Strategic Plan	Administration	2015	
Complete Abbotsford Official Community Plan Update	Planning & Development Services	2015-16	
Complete Zoning Bylaw Update	Planning & Development Services	2015	
Align Directives in ICSP with OCP and Master Plans	Planning & Development Services	2015	
Update Departmental Master Plans	Administration	2016-18	



2. PRINCIPLE: We recognize the importance of certainty in community building and recognize our rules and bylaws are critical to protecting the livability of our city

COUNCIL DIRECTION: The City of Abbotsford will be proactive in ensuring compliance with our bylaws and enforce them uniformly. Our most critical development bylaws are up-to-date and we revisit our regulations and remove bylaws that are no longer critical in a timely fashion.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Review Council Bylaws and Policies for relevance
- b. Review Regulatory Bylaw Enforcement procedures
- c. Review and update Regulatory Bylaws

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Implement Strategy to Review Regulatory Bylaws	Administration	2015-16	
Complete Building Department Review	Planning & Development Services	2015	
Complete Special Event Bylaw Update	Administration	2015	
Review Bylaw Issue on Agricultural Lands	Planning & Development Services	2015	
Review Soil Removal and Deposit Program	Engineering	2015	



3. PRINCIPLE: We support efficient and effective delivery of our City services and programs

COUNCIL DIRECTION: The City of Abbotsford has Key Performance Indicators and metrics, strong leadership, data-based decision making, and has systems for performance management & morale, and a succession and recruitment strategy.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Develop programs to improve City operations
- b. Embrace technology to automate and improve efficiency
- c. Implement a regular review of City Processes, Systems and Operations
- d. Improve Human Resources' programs

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Update Water Demand Projections	Engineering	2015	
Bylaw Department Efficiency Review	Corporate Services	2015	
Building Department Efficiency Review	Planning & Development Services	2015	
Implement Recruitment & Retention Program	Administration	2015-16	
Enhance Performance Management Program	Administration	2015-16	
Establish Formal Labour Relations Program	Administration	2015	



4. PRINCIPLE: We pursue excellence in customer service

COUNCIL DIRECTION: The City of Abbotsford has a strong commitment to upholding public trust, providing a high quality of life for residents and delivering excellence in service to our customers

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Hire, train and support staff in being ambassadors for the City of Abbotsford
- b. Ensure facilities and equipment are provided to enhance services
- c. Develop programs and policies that promote a culture of Customer Service

Priority Actions <i>(what we will do to achieve the Strategic Goals)</i>	Department Lead	Timeline	Measure
Implement Recruitment & Retention program	Administration	2015-16	
Review and Update City Hall Facility to Improve Customer Service	Administration	2015	



5. PRINCIPLE: We believe in an involved, safe and engaged workforce

COUNCIL DIRECTION: City of Abbotsford staff have consistent high satisfaction with their workplace and their jobs; working in an efficient yet safe fashion.

2015-2018 CITY OF ABBOTSFORD STRATEGIC GOALS

- a. Improve the internal Communications Program
- b. Enhance the City’s Workplace Safety and Return to Work programs
- c. Develop talent through leadership development and training programs
- d. Promote a culture of innovation

Priority Actions (what we will do to achieve the Strategic Goals)	Department Lead	Timeline	Measure
Improve Internal Communications Program	Administration	2015	
Implement Employee “Self-Serve” Program	Administration	2015-16	
Implement Succession Plan Program	Administration	2015-16	
Enhance Communications with City Bargaining Units	Administration	2015	